Department of Tourism and Culture

Annual Accountability Report
For The Fiscal Year
2001-2002

Table of Contents

			Page
1.	Accountability Statement		3
2.	Message From The Minister		4
3.	Introduction		5
4.	Department Progress and Accomplishments		
	4.1 Goal 1	Economic Growth	6
	4.2 Goal 2	Community Development	10
	4.3 Goal 3	Stewardship	13
	4.4 Goal 4	Corporate Support	14
5.	Financial Results		15
6.	Outcome Measures		16
7.	Supplemental Information and Appendices 2001 Tourism industry facts (Attached)		25

1. Accountability Statement

The accountability report of the Department of Tourism and Culture for the year ended March 31, 2002, is prepared pursuant to the Provincial Finance Act and government policy and guidelines. These authorities require the reporting of outcomes against Tourism and Culture's business plan information for the fiscal year 2001-02. The reporting of Tourism and Culture outcomes necessarily includes estimates, judgements and opinions by department management.

We acknowledge this accountability report is the responsibility of department management. The report represents, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in Tourism and Culture's business plan for the year.

Minister _____ Deputy Minister _____

Honourable Rodney MacDonald Michele McKenzie

2. Message from the Minister

I am pleased to take this opportunity to report on the Department of Tourism and Culture for the fiscal year 2001-2002.

Our department's mission is to champion the development, preservation and promotion of tourism, culture and heritage to stimulate economic growth, develop sustainable communities, and provide for stewardship of our natural and cultural heritage for the benefit of all Nova Scotians. To support that mission, the department's budget for the 2001-2002 fiscal year was set at $39.5 million.

Our department employs staff who deliver a broad range of programs and services in support of tourism, culture and heritage. Located in communities throughout the province, staff serve an extensive client base that includes visitors and the general public, community groups, municipalities, heritage groups and tourism and cultural organizations and industries. Our service is shaped by the recognition that Nova Scotia's beautiful landscape, diverse cultures and rich heritage add tremendous value to our quality of life. These attributes position Nova Scotia as a great place to live and as a world-class destination for Canadian and international travellers.

Our challenge in 2001-02 was to focus efforts and resources on priorities identified through our business plan – priorities that have helped to stimulate economic development, generate export revenues, support development of communities and foster stewardship of Nova Scotia's natural and cultural heritage.

The resulting activities reflect the government's commitment to growing the economic and social significance of our tourism, culture and heritage sectors -- key to the future of rural Nova Scotians.

3. Introduction

This report describes the performance of the Department of Tourism and Culture by detailing the achievements of the Department, and the performance targets used to measure the Department's success. The Department's 2001-2002 business plan can be used as a source of comparison against this report.

This report is divided into several sections that outline the Department's progress and accomplishments, financial results and outcome measures. In addition, attached is supplementary information outlining tourism industry facts for the 2001 fiscal year. Specific highlights from the Department's three divisions include:

Tourism Division

- For the fifth consecutive year, tourism industry revenues surpassed the billion dollar mark in 2001 with revenues estimated at more than $1.22 billion. Approximately two thirds of this revenue represented export dollars from non-resident visitors.

- In 2001, tourism activity supported 33,500 direct and indirect jobs, yielding $115 million in provincial and municipal taxes.

- In contrast to expectations, the tourism industry in Nova Scotia performed well following the tragic events of September 11, with visitation up in the final three months of the year. In addition, cruise ship visitation was particularly impressive in 2001 with significant increases in both Halifax (+15%; 160,000 visitors in total) and Cape Breton (+56%; 37,000 visitors in total).

- January, 2002 also posted an increase in visitation, demonstrating the lengthening of the tourism season.

Culture Division

- The culture sector has emerged as one of the fastest growing sectors in this province with an estimated value of $808 million.

- The Culture division invests in hundreds of organizations and activities throughout Nova Scotia. The economic spin-offs and social benefits of these organizations on the cultural life of the province are immense.

- It is estimated that the culture sector creates more than 29,000 direct and indirect jobs.

Heritage Division

- In 2001-2002, investments were made in over sixty community museums, assisting communities with preserving and promoting local heritage and culture throughout Nova Scotia.

- Tourism and Culture initiated discussions with community heritage organizations and local stakeholders to become more actively involved in Nova Scotia Museum activities and operations.

- A pilot strategic investment program initiated in 2000-2001 and formalized in 2001-2002, promoted partnerships between stakeholders in supporting community heritage priorities and focused on enhancing sustainability of community museums.

4. Department Progress and Accomplishments

Tourism and Culture priorities and accomplishments in 2001-2002 were directed at achieving the mission and goals of the department. Our mission is "*to champion the development, preservation and promotion of tourism, culture and heritage to stimulate economic growth, develop sustainable communities, and provide for stewardship of our natural and cultural heritage for the benefit of all Nova Scotians*". The strategic goals included:

Goal 1: Develop the economic and export potential of Nova Scotia's tourism and cultural industries.

Goal 2: Support economic growth and quality of life in communities throughout Nova Scotia through development of our culture, heritage and tourism sectors.

Goal 3: Provide stewardship of Nova Scotia's heritage and cultural identity through development, preservation and presentation of Nova Scotia's cultural and natural heritage resources and institutions.

Goal 4: Deliver effective and accountable corporate support to government through records management and archival programs, protocol, youth services, policy and communications.

2001-2002 priorities and accomplishments are described under each of the four strategic goals as follows:

4.1 GOAL 1: (Economic Growth) Develop the economic and export potential of Nova Scotia's tourism and cultural industries.

Priority 4.1.1 *Tourism Marketing: Implementation of the Tourism Partnership Council's "2001 Tourism Marketing Plan". Focused on touring and destination markets, building a twelve-month season, and development of viable niche markets.*

Accomplishments:

- At the 2001 Fall Tourism Conference the Tourism Partnership Council presented all its programming for the coming year in the context of a single annual plan. The plan integrates marketing, sales and partnership, and product development programs to address the common strategic objectives of the longer-term "Strategy for Tourism". Highlights of the plan include a new focus on product development planning, expanded use of the internet as a marketing tool, continued effort in key touring markets and remaining flexible with plans in a post September environment of uncertainty with respect to travel.

- Implemented the 2001 annual tourism Marketing Plan in conjunction with the Tourism Partnership Council and industry. Highlights of the 2001 plan included:

  (i) Touring Market: High-impact marketing campaigns were implemented promoting Nova Scotia to our strategic core markets (Atlantic Canada, Quebec, Ontario, Northeast USA) as well as developing markets being grown over the longer term (Europe, South Atlantic States, Western Canada). The integrated campaign employed a mix of marketing activities focusing on direct-to-consumer through advertising, direct mail, Internet marketing, tourism literature and direct sales. Additional activities were directed at travel trade and travel writers. In 2001, Nova Scotia tourism advertising campaigns generated 367,000 inquires with a conversion rate of 22%. This translates into an estimated $147 million in ad-generated tourism expenditures. This amount is stable when compared with the 2000 campaign, when the estimated ad-generated tourism revenues were $149 million.

  (ii) Twelve Month Season: In partnership with industry, Tourism and Culture initiated programs designed to build Nova Scotia's tourism sector into a twelve month season. Marketing campaigns were targeted at Atlantic Canada and niche markets to generate awareness of Nova Scotia as a year round destination. Specific activities included the design and distribution of Fall / Winter / Spring vacation ideas books supported by TV, radio, direct mail, fulfillment packages, magazine inserts and special promotions. Niche campaigns were directed at Meetings, Conventions and Incentive Travel (MC&IT), entertainment, shopping, nature, outdoors and golf. In 2001, the number of room-nights sold in the shoulder and winter tourism seasons (January to April and November to December) accounted for 30% of the yearly total. This indicates that these months account for approximately 30% of the yearly tourism activity, a percentage that is unchanged from 2000.

(iii) Niche Markets: Specific Magazine advertising and direct mail programs targeting the Outdoor and Golf niche markets were implemented. A 2001 Nova Scotia Golf Guide was produced in cooperation with Golf Nova Scotia and a 2001 Guide for Outdoor/Nature Lovers was produced in cooperation with the Nova Scotia Adventure Tourism Association. Cooperative marketing activities targeting trade, media and consumers were implemented in partnership with the two organizations. The department also supported cooperative marketing initiatives for the Meetings, Conventions and Incentive Travel Market.

(iv) Marketing Partnerships: Tourism and Culture participated in major advertising and promotional partnership activities in 2001-2002. Highlights included partnerships with major transportation partners including Icelandair, Canada 3000, Royal Air, Bay Ferries, Scotia Prince Cruises, Canadian Tourism Commission, Enterprise Cape Breton Ltd., and ACOA / Tourism Atlantic plus tour wholesalers in all markets. The 2001 Partnership Opportunities Program included participation by the Nova Scotia tourism industry in a variety of marketing and promotional activities including literature, advertising, trade and consumer shows, media familiarization programs, and special projects.

(v) Enhanced Internet Marketing: Tourism and Culture launched the newly designed website, **Novascotia.com** which includes significant enhancements integrating the brand of overall provincial tourism marketing initiatives. Electronic fulfillment, which allows for the downloading of specific documents directly from the **Novascotia.com**, as well as the internet, is available in French and English. German content is available on line. In addition, accommodation reservations can now be made on line as part of a new contract negotiated with Corpra Tel (Check In Nova Scotia).

Priority 4.1.2 *Tourism Planning and Development: Develop and implement a provincial tourism product development plan that identifies opportunities and priorities for enhancing industry competitiveness.*

Accomplishments:

- Product Development Plan: A comprehensive tourism product development plan was prepared and presented to industry by the Tourism Partnership Council at the annual tourism conference in 2001. The plan outlined development opportunities, priorities and actions that are intended to focus efforts and resources of both government and industry in developing a more competitive and market ready tourism industry. The plan builds on the priorities identified in the five-year provincial tourism strategy and concentrates on Nova Scotia's competitive strengths as a scenic touring seacoast

destination.

- Market-Ready Products: In partnership with Nova Scotia's tourism industry, Tourism and Culture initiated a series of "How to" marketing/packaging workshops for tourism businesses in 2001-2002. Sessions were directed at facilitating best practices and innovative solutions to encouraging the development of more competitive and market-ready tourism products. 2001-2002 also saw continued activities to assist communities with market-readiness / destination development projects through community planning and assessment initiatives in partnership with industry and ACOA.

- Tourism Research: Review and analysis of research statistics and project evaluation methodologies are on going. Part of this includes, for tourism development, a review of Product Market Match. On going improvements to tracking of advertising generated web inquiries was also completed.

Priority 4.1.3 *Tourism Operations: Provide quality customer service and industry support through enhanced operations at Provincial Visitor Information Centres, tourism literature distribution and provincial resort hotels.*

Accomplishments:

- Season Extension: Four additional Provincial Visitor Information Centres (VICs) were targeted for year round operation: Amherst, Port Hastings, Pictou and Digby. These VIC's will now serve industry operators and provide visitor information, tourism literature and accommodation reservation services on a year round basis.

- Visitor Information: The Tourism Partnership Council initiated an examination of issues surrounding the delivery of visitor services in Nova Scotia. The review is intended to identify and address opportunities in developing a more integrated visitor information delivery network that builds on new technology and partnerships with industry.

- Provincial Resorts: Tourism and Culture completed negotiations and entered into a contract with New Castle Hotels to operate the province's Signature Resorts -- Keltic Lodge in Ingonish Beach, The Pines Resort in Digby, and Liscombe Lodge in Liscomb Mills. This is a good business deal for Nova Scotia. Resort operations will now be contracted to a company that has the marketing and sales strength to grow this business. This approach enables the government to protect Nova Scotia's investment in these valuable assets as well as gain additional revenues for essential services.

Priority 4.1.4 *Cultural Industries Development: Implement new focus of department in developing the economic potential and export revenues of Nova Scotia's cultural industries.*

Accomplishments:

- Comprehensive organizational review undertaken and new programs introduced to support cultural industries: The department undertook a comprehensive organizational and program review of the Culture Division to ensure it was best able to respond to changing needs and demands in growing Nova Scotia's cultural industries. This review resulted in a new mission statement and goals for the Culture Division, a new program framework and new organizational structure to provide greater focus on key areas including cultural industries development. A new investment program for cultural industries development was implemented as part of this process. Efforts were also made to clarify and simplify the funding application process and the criteria on which investment decisions are made.

- Industry consultations: Tourism and Culture held a series of meetings with the design and craft sectors, the music industry, the publishing industry and others on how government can best support their growth. The focus is now on developing sub-sector strategies as well as ensuring all available resources are working together to the betterment of the sector.

- Atlantic Craft Trade Show: Nova Scotia successfully hosted the Atlantic Craft Trade Show during its 25th anniversary year in 2001-2002. Since its inception, four provincial governments have successfully produced a wholesale show each year. The show now generate $1.5 million at wholesale prices for craft and craft-based businesses in the region directly as a result of orders placed at the show. The anniversary was marked by the 5th annual Atlantic Craft Awards for Excellence in the categories of Excellence in Design, Industry Leader/Supporter, Outstanding Retailer and Outstanding Exporter.

4.2 GOAL 2: (Community Development) Support economic growth and quality of life in communities throughout Nova Scotia through development of our culture, heritage and tourism sectors.

Priority 4.2.1 *Community Cultural Development: Assist Nova Scotians and communities throughout the province in developing, preserving and promoting the arts and cultural activities. Enhanced focus will be directed to strengthening regional delivery of cultural initiatives that support community priorities.*

Accomplishments:

- Comprehensive organizational review undertaken and new programs introduced to support community cultural development: A comprehensive organizational and program review was completed in 2001-2002 to respond to changing needs and demands in supporting Nova Scotia's cultural community. This review resulted in a new mission statement and goals for the Culture Division, a new program framework and new organizational structure to provide greater focus on key areas including community cultural development. New program areas were introduced to support youth, activities, organizations and facilities. These programs provide support to hundreds of organizations and individuals in communities throughout the province.

- Public and sector consultations held: A series of information sessions was held around the province to review the department's new approach to programming and to share information on application processes and deadlines. Close to 400 individuals working to develop and enhance Nova Scotia's cultural life participated in the sessions held in Shelburne, Digby, Mahone Bay, Wolfville, Antigonish, Baddeck, Amherst and Dartmouth.

- Increased support to regional arts councils: Tourism and Culture hosted a provincial meeting of regional arts councils to discuss sustainable support for council activities, including establishing criteria for funding assessment. The level of provincial funding support to arts councils has increased significantly recognizing the important role these regional arts councils play in community cultural development throughout Nova Scotia.

- Reinstated Art Bank Program: Tourism and Culture reviewed the Art Bank Program and reinstated the program's purchase portion. A committee of visual artists and others interested in the works of visual artists has made recommendations that include expanding the scope such that artistic works are displayed in more public places. The juried process for selection will be under the auspices of a new Nova Scotia Arts and Culture Council.

- New Nova Scotia Arts and Culture Council: A decision was made to form a new Nova Scotia Arts and Culture Council that will oversee provincial investment in arts and culture. The new model, which replaces the Nova Scotia Arts Council, will result in broad community input into investment decisions and administrative savings that will go directly to artists and cultural organizations. There will be a greater focus on partnerships and shared decision-making. The new approach builds on the previous work done by the Nova Scotia Arts Council. The peer assessment model will be protected and the jury process extended to other programs delivered by the department.

Priority 4.2.2 *Community Heritage Development: Provide enhanced assistance to communities in developing, preserving and presenting their heritage resources.*

Accomplishments:

- Community Museums: Investments were made in over sixty community museums in Nova Scotia during 2001-2002. Support was directed at assisting communities with preserving and promoting local heritage and culture through the operation of community museums and heritage programs.

- Strategic investments in community heritage: A pilot strategic investment program initiated in 2000-2001 for community museums was formalized in 2001-2002. The new program promotes partnerships between stakeholders in supporting community heritage priorities and focus on enhancing sustainability of community museums.

- Community partnerships: Tourism and Culture initiated discussions with community heritage organizations and local stakeholders to become more actively involved in Nova Scotia Museum activities and operations. Partnership with local heritage community in Windsor was established to engage the community in the management and operation of two provincial museums (Haliburton House, Shand House).

- World Heritage Site: Tourism and Culture worked with communities in the Joggins area to assist with their efforts on designating the Fossil Cliffs as a UNESCO World Heritage Site. Provincial heritage advice and resources were dedicated to supporting the community with development of preliminary plans and priorities for achieving this prestigious international designation.

Priority 4.2.3 *Community Tourism Development: In partnership with Nova Scotia's tourism sector, support tourism growth in communities through tourism development and marketing.*

Accomplishments:

- Destination Marketing: Tourism and Culture provided support and financial assistance to community organizations in partnership with regional tourism associations to develop and implement tourism marketing programs which emphasized regional and community strengths while complimenting the overall marketing efforts of the province. Initiatives included support for community festivals and events, tourism trade shows, and regional marketing campaigns (advertising, direct mail, etc.).

- Tourism Development: During the 2001/2002 fiscal year, Tourism and Culture significantly invested in a number of community based tourism development initiatives which focus on enhancing quality of tourism products and services,

strengthening community capacity and partnerships by addressing issues of quality, sustainability and seasonality. In partnership with ACOA, TIANS, RDA's and RTA's, municipalities, community and tourism sector groups partners projects undertaken included heritage/natural interpretation, attraction development, hiking/walking trail development, strategic planning, and sustainable tourism community development initiatives.

4.3 GOAL 3: (Stewardship) Provide stewardship of Nova Scotia's heritage and cultural identity through development, preservation and presentation Nova Scotia's cultural and natural heritage resources and institutions.

Priority 4.3.1 *Nova Scotia Museum: Preserve and present Nova Scotia's natural and cultural heritage through operation of 26 provincial museums.*

Accomplishments:

- Collections: Tourism and Culture initiated a process to build enhanced capacity to protect and preserve the provincial collection of significant heritage artifacts, specimens and buildings.

- Revenue generation: A pilot revenue generation initiative for the Nova Scotia Museum was launched at the Maritime Museum of the Atlantic in 2001-2002. The pilot has identified and examined revenue options through new programs and partnerships that could be extended to museums throughout the provincial system. Funds are to be directed towards programs and activities to enhance heritage preservation and stewardship.

Priority 4.3.2 *Nova Scotia Archives: Acquire, preserve, make available and promote the province's documentary heritage in cooperation with Nova Scotia's archival community.*

Accomplishments:

- Systematically reappraised and deaccessioned records falling outside the Archives mandate, with 50 meters of school registers and 93 meters of municipal records returned to appropriate archives across the province; instrumental in developing a provincial Cooperative Acquisition Strategy to establish a framework for shared responsibility for preservation of private sector archival records, which was approved by the Council of Nova Scotia Archives.

- Designed, developed and launched a Public Archives store-front Community Access Program (C@P) Site featuring specialized software and online resource guides for genealogical and historical research and vacation planning in Nova Scotia; designed, researched and completed a Mi'kmaq Online Resource Guide Project, including

launching the virtual exhibit component on the Archives Web Site, with financial assistance from Public Archives trust funds and the Department of Canadian Heritage, Young Canada Works in Science and Technology Program.

- With funding from the Canadian Council of Archives increased digitized and searchable photographic and genealogical content of the Archives Web Site to expand and enhance public access and electronic service delivery; introduced online public access terminals for onsite researchers.

4.4 GOAL 4: (Corporate Support) Deliver effective and accountable corporate support to government through records management and archival programs, protocol, policy and communications.

Priority 4.4.1 *Records Management and Government Archives: Provide corporate programs and services for the systematic management, preservation and access to government records.*

Accomplishments:

- Business process review for the department has been done and in the process of being recorded. The development of STOR has begun with divisions in various stages of completion. The Functional and Technical requirements for the electronic records management system have been drafted. The Information Management Policy has been drafted and distributed for review.

- Provided records analyst and government archives advisory and consultive services and records centre services to advance the government-wide records management program, including streamlining records management methodology, supporting STAR implementation and STOR development, and completing a comprehensive corporate policy.

- Actively supported and collaborated in completing the initial phases of a model records management program for the Department of Tourism and Culture, and planned for the dissemination of a recommended approach for the integration of business process improvement with records schedule development.

Priority 4.4.2 *Protocol: Provide protocol advice and services to government; administer logistics for official visits of dignitaries.*

Accomplishments:

- Order of Nova Scotia: The Order of Nova Scotia was established in 2001-2002 to honour Nova Scotians who have contributed to the cultural life or to the social or economic well being of the Province, or by an outstanding achievement or by excelling in any field of endeavour to the benefit of Nova Scotians or elsewhere.

- Protocol Services: Nova Scotia's Protocol Office undertook numerous initiatives in 2001-2002 designed to provide government and the public with professional protocol advice and support. Initiatives included enhancement of the Protocol website, organization of major events, and support to visiting dignitaries.

5. Financial Results

The 2001/2002 budget for Tourism and Culture is $36,249,000. Following is a summary by major business function of the department:

Core Business	**2000-01**	**2001-02**
Economic Growth (Tourism Marketing; Tourism Planning and Development; tourism Operations; Cultural Industries Planning and Development.	$ 17,463,000	$ 18,230,600
Community Development (Community cultural, heritage and tourism development)	$ 8,856,000	$ 8,879,900
Stewardship (Nova Scotia Museum; Heritage Resources; Cultural Institutions; Nova Scotia Archives)	$ 9,834,000	$ 9,664,000
Corporate Support (Management; Policy; Communications; records Management and Government Archives; Protocol; Youth Services	$ 2,235,000	$ 2,682,000
Total	**$ 38,338,000**	**$ 39,456,500**

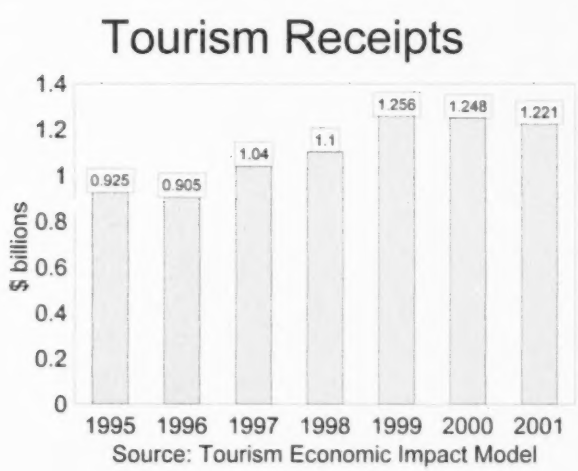
6. Outcome Measures

Core Business Area: Economic Growth

Measure- Tourism Receipts

Introduction: One of Tourism and Culture's core business areas is Economic Growth of Nova Scotia's economy. Tourism contributes to the province's economy, and growth in the industry is measured by estimating "tourism receipts"(spending).

What does the measure tell us? Tourism receipts illustrates consumer spending on tourism 'related' sectors of the economy. As we attract more visitors to the province and captivate them to stay longer, more money is spent on various sectors of the industry, such as accommodations, attractions, restaurants, other services, and retail. Tourism receipts are influenced by many factors including visitation statistics, accommodation statistics, where visitors come from, and how long they stay here. Each of these are influenced by the combined efforts of the department and industry through the Tourism Partnership Council with marketing, product development, sales and partnerships, and visitor services initiatives.



Tourism spending benefits almost all sectors of the Nova Scotia economy. Since this spending generates tax revenues for the municipal and provincial governments, it also helps to support and maintain our essential services like health care, education, police services, and snow removal.

Where are we now? 2001 recorded tourism economic spending at the $1.22 billion mark. 1999 was a peak year for tourism receipts with a slight decrease each year since. (See chart)

In 2001, $1.22 billion spending in the tourism industry in Nova Scotia generated 33,500 direct and indirect jobs, $478 million in direct and indirect wages and salaries, and $115 in provincial and municipal taxes.

Where do we want to go/be in the future? Our target for this measure is to increase tourism receipts by 5% in 2002/03 and by 15% by 2004/2005.

These figures can be achieved with the implementation of the Nova Scotia Tourism Strategy's strategic objectives, which include:

(i) Growing revenues from the touring market;

(ii) Improving product quality, sustainability, and competitiveness;

(iii) Building a twelve month season;
(iv) Developing viable niche markets;
(v) Improving transportation access; and
(vi) Improving the general business environment for tourism.

2002-2003 priorities include:

- Implement the industry/government's 2002 Integrated Tourism Plan (marketing & development),
- Develop a provincial tourism policy,
- Capitalize on internet opportunities of "NovaScotia.com,"
- Enhance Nova Scotia's seacoast/scenic touring positioning,
- Improve visitor servicing / partnerships to maximize "return on investment" (ROI), and
- Capitalize on 2003-2005 Acadian celebrations.

A detailed compendium of Nova Scotia tourism measures is reported on a monthly basis in Tourism Insights. A comprehensive economic/statistical report on Nova Scotia's tourism industry is published by the department on an annual basis.

Core Business Area: Economic Growth

Measure: Marketing Campaign Generated Tourism Revenue

Introduction: As stated above, one of Tourism and Culture's core business areas is economic growth. A desired outcome within this core business area is to "increase marketing campaign generated tourism revenue."

What does this measure tell us? Tourism Industry Growth is marked by the measurement of the total percentage increase in marketing campaign generated tourism revenue from core and developing markets. This annual increase is calculated based upon standard tourism industry performance measurement indicators and the resulting statistical data it provides.

These tourism industry performance measures are reported monthly/seasonally to the department through tracking of the following industry indicators:

- Advertising Generated Inquiries - All advertising is tracked to source inquiries generated by geographic market, as well as type of literature requested, which indicates level of interest in Nova Scotia as a vacation destination and specific product interests or reasons for coming.
- NovaScotia.com - The tracking of visitation levels and resulting inquiries generated by the provincial tourism web site.
- Check In Reservations - This provides an indication of travel intention and booking activity.
- Accommodation Activity - Occupancy rates and room-nights sold are based on reports submitted by all licensed fixed-roof accommodation properties in the

province.

- Visitor Entries - Tracking the number of overnight, non-resident visitors by counting the number of vehicles, motorcoaches, recreational vehicles, cruise ships and air passengers coming into the province. More specifically, motorcoach activity is measured through the number of room-nights sold to motorcoach tours in Nova Scotia. Cruise ship passenger visits are defined by the number of passenger visits by cruise ships to the ports of Halifax, Sydney, Louisbourg and Baddeck. Visitation by air is defined as the number of people embarking at the Halifax International Airport.

- Provincial Museum Attendance - Visitor attendance figures are reported monthly for the 25 provincial museums in operation.
- National Park Historic Site Attendance - Attendance figures are reported for the number of person-visits to Kejimkujik National Park and Halifax Citadel NHS; however for Cape Breton Highlands National Park and Fortress Louisbourg and Alexander Graham Bell Museum sites, paid admissions are reported.
- Golf Activity - Public green fee rounds at specific golf courses.
- Visitor Information Centre Activity - Tracking the total number of visitors counselled at all provincial VICs.

Where are we now? The base year measure is taken from 2001/02 and is recorded at $147 million in marketing campaign generated revenue.

Where do we want to go/be in the future? The 2002/03 target is $154 million which represents an increase of 5%.

These figures can be achieved with the implementation of the Nova Scotia Tourism Strategy's strategic objectives with specific attention directed to the 2002 Integrated Tourism Plan.

Core Business Area: Economic Growth

Measure- Expenditures on Nova Scotia Cultural Products

Introduction: A core business area for the department is economic growth. The intended outcome associated with this indicator is growth in Nova Scotia's cultural industry. Measuring expenditures (i.e. sales of and investment into) related to Nova Scotian produced cultural product will reflect economic activity in the province's cultural industry.

What does the measure tell us? This measure will reflect sales of cultural product and thus measure the sector's ongoing economic well being. It will guide Culture Division funding decisions providing data as to where our best markets exist and to how Nova Scotian cultural producers can best access these markets. This information will further enhance our ability to foster partnerships.

Where are we now? The department's involvement in this aspect of the cultural sector is relatively new. A new Industry Growth Program has been implemented and the industry is responding

favourably. Actions are currently underway to determine and implement strategies for the various cultural industries sub sectors. Although statistical information is available from various studies, including industry association commissioned studies and Statistics Canada reports, more current and specific data is required. A base line is being established and the current estimate of $475 million is being reviewed accordingly.

Where do we want to go/be in the future? The department is planning to have a baseline on which to measure the sector's growth by the end of 2002/03. The baseline will include simple and factual measures on which to gauge growth in each of the various cultural industry sub sectors. Although the current estimate of $475 million may be adjusted, the department is committed to its target of 25 per cent growth in a two-year period.

Core Business Area: Community Development

Measure: Level of independent assessment

Introduction: A core business area for the department is community development. The intended outcome associated with the level of independent assessment is the development of sustainable communities in terms of quality programming based on community needs. Independent assessment involves input from and the involvement of those within the culture sector in department decision making regarding funding.

What does the measure tell us? This measure tells us the percentage of Culture Division funding decisions that are made based on input from and the involvement of those within the culture sector and the broader community. Having this input will demonstrate departmental responsiveness to community and sector needs as well as enhance community capacity for involvement.

Where are we now? The department currently relies on independent assessment for approximately 20 per cent of program funding decisions. This includes seeking outside peer assessment for project funding to individuals, to organizations and small groups and for sustaining grants to organizations. The assessment process is performed by peers within the artistic community.

Where do we want to go/be in the future? Our target for this measure is to increase the level of independent assessment rate to 50 per cent by 2004-05.

Core Business Area: Stewardship

Measure- Attendance at Provincial Museums

Introduction: Central to the ability of the Nova Scotia Museum to achieve its goal of the promotion of heritage is its ability to attract visitors to its sites and to engage them in meaningful experiences about the natural and social history of the Province and the importance of heritage as part of the social fabric of communities.

What does this measure tell us? An increase in the number of visitors to the museum is a measure

of the impact of programs and the ability of the museum to engage the public in discussions about their heritage. Visitors include tourists, school children, scientists, social historians, and casual visitors from local communities.

Where are we now? In 2001-02, provincial museum attendance reached a 640,000 visitor count. This mark represents a 1.3 per cent decrease in attendance compared to the previous year. However, the use of the museum's web site on the internet and email continues to increase, which suggests that alternate forms of 'visiting' the museum [through electronic media], rather than personal visits will be an important measure of the museum's success in promoting heritage.

Where do we want to go in the future? Our target is an increase of 5% in visitors to the museums each year for the next three years. A projected 5% increase for 2002-03 will mean an additional 32,000 visitors. This will be accomplished through strengthening and increasing programming at sites, new natural and social history exhibits at key sites, increased promotion of the museums and the regular promotion of the museum's facilities through the media.

Core Business Area: Corporate Support

Measure- Availability of On-line information and services

Introduction: Central to the Corporate Support Core Business Area is the success by which we achieve improved and enhanced archives and records management program delivery to ensure public access to electronic corporate records and effective electronic service delivery.

What does this measure tell us? This measure reflects a multiplicity of activities encompassing the delivery of information, products and services to the public and government through the provision of access to archival holdings in electronic databases, the delivery of services using internet technologies and the systematic management of government records in electronic form.

Where are we now? The baseline measure is 50% for 2001/02, which reflects the percentage of information about holdings available electronically, a variety of services which may be accessed through the internet and special products available in electronic format. Distribution occurs through internal, provincial and national information portals. Development of additional capacity will proceed systematically and will often require multi-year development efforts. Detailed project and development plans are included in the Archives On-Line Five Year Plan.

Where do we want to go/be in the future? Our target for this measure is to achieve full electronic access to 85% of NSARM's information, products and services in 2004/05. This will be accomplished through the ongoing development of archival databases, completing special projects and products linked to significant upcoming provincial events, the continued application of best practices and technologies to improve government's information management efforts and the use of electronic service delivery across the internet

2001-02 Outcome Measures

Efforts have been made by the Department of Tourism and Culture to simplify and redefine the 2001-02 measures to ensure a more focused and comprehensive approach in assessing and reporting outcomes. These efforts have resulted in a reduction in the number of measures presented in our business plans from the fiscal year 2001-02 to 2002-03. The following details the 2001-02 measures, as presented in the business plan for the same year, and identifies its current status compared to the 2002-03 measures.

Outcome	Indicator	Measure	Status	Comment
Increased Economic Growth	Tourism Industry Growth	Tourism Receipts (billions)	No Change	
		Accommodation- Rooms Sold (000s)	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.
		Employment	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.
		Increase in marketing-generated revenue in core and developing markets	No Change	
		Year-Round Season-Accommodation Room Sold (000s) November to May	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.
	Cultural Industries Growth	Expenditures on cultural products	No Change	

		Employment	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.
		Cultural Industries Partnership	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.
Development of Sustainable Communities	Enhanced Delivery of Programs at the community level	Level of Community Participation in Tourism, Culture and Heritage Programs	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.
		Increased Partnerships between Communities	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.
		Increased Volunteer Participation	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.
	Enhanced Economic Growth in Communities	Regional Tourism Economic Impacts	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.
		Nova Scotia Museum Attendance	No Change	
		Community Museum Attendance	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.

		Culture Sector Economic Impacts	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.
Preservation of Nova Scotia's cultural and natural heritage	Quality of Nova Scotia Museum system	Improved collection storage	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.
		Heritage Research	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.
		Heritage Interpretation	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.
		New Revenues for Heritage Preservation	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.
	Quality of Community Museums	Community Museum Assistance Program Evaluations	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.
		Collections Management	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.

	Protection of Heritage Buildings and Areas	Heritage Properties Assisted	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.
		Increased Protection of Heritage Areas	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.
Corporate records management program adds value to business processes/functions of government	Effective corporate and departmental records management	Regular revisions and approved records schedules	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.
		Client satisfaction Quality of outputs Impact of activities	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.
		Rate of compliance	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.
		Program successfully implemented	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.
		Service delivery and operational standards	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.

Well managed and accessible archival records	Program resources focused on legislative mandate	% of archival holdings falling within mandate	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.
		% of departments transferring archival records	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.
		% of archival-quality storage capacity utilized	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.
Increased awareness and use of our documentary heritage	Efficient and expanded public access services	New products and services introduced	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.
	Development of archival system	% of holdings described in ArchWay and CAIN	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.

7. Supplemental Information and Appendices

- 2001 Tourism Industry facts (Attached)